

The 2015 Army Reserve Objective Force

Introduction.

Between now and 2015 the Army Reserve will transform to a force that is strategically responsive, provides a full range of capabilities and is relevant at every point on the spectrum of operations, and is operational as a component of Joint and Combined Forces. Transformation of the Army Reserve is not an isolated event. There must be integration of the Army Reserve in every functional concept that establishes the critical path of the Army to the Objective Force.

The Army Reserve Transformation Campaign Plan (ARTCP) integrates and synchronizes the efforts of the Army Reserve with those of the Army on the road to the Objective Force. The goal of the ARTCP is to embed a seamless plan for transformation with The Army while maintaining near term capabilities and relevance as The Army moves toward the Objective Force. The ARTCP complements the Army's Transformation Campaign Plan while recognizing the unique skills, capabilities and requirements of the Army Reserve.

The Army is charged with the responsibility of ensuring the role and relevancy of the Army Reserve. The Army Reserve will be fully integrated into the transformational plans of the Army on a parallel basis with Army and at a tempo and speed that perpetuates Army Reserve value as an essential provider of training and combat service support. The Army Reserve will continue to provide critical expansion capability to enable the Army to sustain itself over longer durations of war. The Army Reserve is pursuing a Federal Reserve Restructure Initiative that engages the TAA process, but will also establish key initiatives including, Generating Force Review, rotational support policies, command and control initiatives and establishment of a Transient, Trainees, Holdees, and Students (TTHS) account.

The Army Reserve is the only Army reserve component that provides both unit capabilities and individual skill competencies to the Army. The Army Reserve provides modular, scalable, tailorable soldiers, units and organizations equipped and trained for prompt and sustained operations. The Army Reserve will energize its individual accounts, establish its value to the Army as a relevant component, and more closely align the way it resources structure and individuals with the way the force is used. The Army Reserve will look like it fights.

The Army Reserve is a force in being, not a status and will continue so throughout the transformation journey.

Army Reserve Transformation Goals.

- To be a full partner in Army Transformation.
- Develop bold, aggressive initiatives that transform the Army Reserve.

- Transform AR command and management processes, procedures, schemes and structures into a 21st Century learning, adaptive organization.
- Increase relevance to securely imbed the status and position of the Army Reserve in a 21st Century military force.
- Transform Army Reserve personnel management and lead The Army in adoption of a holistic life cycle management model for growth of human capital.
- Transform the Army Reserve structure for sustained mobilization.
- Establish Army Reserve as a value added, full partner in execution of the National Military Strategy.

Assumptions.

- The Army Reserve will maintain transformation tempo that parallels Army transformation and maintain its status as a relevant provider of support across the full spectrum of military conflict.
- Strategic and Operational environments will not change dramatically before 2015.
- Total Force policy will remain an effective cornerstone in Force Balance/ Requirements determination processes.
- The Army will not enjoy significant Total Obligation Authority (TOA) or End Strength increases and it will continue to be pressured to reduce size of ground forces in 21st Century military operations
- The Army Reserve is a Federal Reserve Force whose priority of structure effort is to provide capability to the Army to meet Title 10 responsibilities in support of the National Security Strategy
- The Army will identify platform-based and skill-based shortages relating to current and future operational environments and propose measures to mitigate these issues. Specifically in the skills-based and capabilities based area, the Army will identify approaches to build deeper rotational pools in the Active and Reserve component.
- Army Reserve will transform institutionally while improving core competencies. The Army Reserve is a transformational force, no longer legacy, clearly established in the interim and aggressively leading the operating force to the objective force.

- Army TOA will provide minimally sufficient resources to sustain Army Reserve forces.
- Army Reserve will maintain viable, flexible end strength. The right size of the Army Reserve is the size needed for a Federal Reserve to provide needed capabilities to the Army and the Nation.
- Requisite CS / CSS enablers will not be made available allowing the Army Reserve to meet the Army's Transformation timeline.
- The Army and Army Reserve will continue to build upon a solid foundation of "mixed"/multiple component units.
- Army will continue to leverage the Army Reserve's military and civilian expertise in high-technology functions such as intelligence, information operations, space, logistics, and unmanned aerial vehicle operations by expanding the use of reach back.
- The Army will aggressively pursue Army Reserve restructuring initiatives building upon the strengths found in its "civilian acquired skills" people-base and requirements generated by Joint Services.

1. Defining characteristics of the Army Reserve Objective Force in 2015.

(Characteristics are clearly defined features or qualities of The Army Reserve that are specific, actionable, and achievable by 2015.)

Warfighting Readiness - Dramatically improve the readiness of Army Reserve soldiers and units making them capable of reporting to mobilization platforms manned to P1. Equally important is the simultaneous transformation of the Army Reserve's equipment with that of The Army's. The OPTEMPO of the Objective Force Army demands compatibility between the Army Reserve and The Army.

Rapid/Sustained Mobilization - Army Reserve soldiers and units capable of reporting to mobilization platforms within 72 hours of notification, trained for reduced post mobilization training with heavy emphasis on collective training. In some cases, the Army Reserve will be able to mobilize soldiers and units directly from home station to their place of duty, eliminating the need for mobilizations stations currently maintained in the force.

New forms of reserve affiliation such as virtual operations, and corporate partnerships will be studied to provide a more flexible and responsive force and recognizes the "Continuum of Service" approach for increased flexibility.

Quality Structure – Eliminate Army Reserve “overstructure”. Establish Army Reserve Trainees, Transients, Holders, and Students (TTHS) account to improve unit readiness, support the life cycle management of Army Reserve soldiers and better meet mobilization and deployment requirements. Increase the Authorized Level of Organization of the remaining force to maximize readiness.

Streamline Army Reserve institutional management and support processes structure to reduce costs and reduce administrative manpower requirements. Remissioning of Regional Support Commands to Regional Readiness Commands (RRC) will allow our forces to be more responsive to the needs of the Army and the National Military Strategy.

Civilian Acquired Skills – Develop and nurture, in the Army Reserve, the critical civilian acquired skills necessary for the Army to dominate across the entire spectrum of operations. Develop innovative ways to make the Army Reserve rapidly and decisively operational.

The Army Reserve will propose approaches to best utilize reserve component civilian-acquired skills to satisfy high technology needs of the Army, DoD and Joint Services. This will include planning methods to utilize reach back techniques for high-technology missions to include strategic intelligence support, space technology and special operations.

2. Imperatives that demand change in the Army Reserve functional area

Mobilization Timelines - The Army Reserve must be able to mobilize its soldiers and units rapidly as required to support the National Military Strategy. Archaic and cumbersome laws, policies, and perceptions must be eliminated and replaced with venues that leverage the demonstrated ability of the Army Reserve to respond rapidly with ready and trained, soldiers and units.

Continuous/Sustained Mobilization - Rotational Pools - Specifically in the skills-based and capabilities based area, the Army Reserve will identify approaches to build deeper rotational pools to sustain OPTEMPO levels and maintain core competencies throughout the period of conflict. Restructure the Army Reserve force to sustain mobilization and preserve core capabilities of soldiers and units with new paradigms in force management.

3. Key linkages between Army Reserve functional areas and achieving The Army Vision

People – The Army Reserve will transform personnel management and lead the Army in adoption of a holistic life cycle management model for growth of human capital. The transformation of Army Reserve personnel management will position the force to realize the most benefit of the Army’s proposed integrated multi-component personnel database. The universal connectivity of the system will facilitate the RRCs in the

regional personnel management of all Army Reserve soldiers (TPU, IMA, IRR, retired). Universal connectivity will also support the Synthetic Training Environment, distance learning and other virtual training opportunities.

Readiness – Ensure compatible readiness measures in the Strategic Readiness System/Balanced Scorecard (SRS/BSC) for the Army Reserve and the Army. The Army Reserve must be transformed concurrently with the Army to ensure compatibility of force structure and equipment to support missions. The Army Reserve will continue to examine Objective Force evolving requirements to ensure that complimentary soldier skills and units are maintained and created.

4. Defining success in transforming the Army Reserve and the key metrics to monitor progress

Speed not Mass - The Army Reserve will have the capability to mobilize selected soldiers and units within 72 hours from alert. Goal is to shorten post mobilization training by 50% in the near term and in the long term mobilize soldiers directly from home station to their place of duty.

Efficient management structure - Streamline Army Reserve institutional management and support processes and structure to reduce costs by 10% and administrative manpower by 15%. The transformation of Regional Support Commands to Regional Readiness Commands will create organizations relieved of functions that did not directly support unit readiness and will allow them to concentrate their full efforts on mobilization readiness.

Innovative Personnel Management Processes – Regional Readiness Commands - Increase the personnel readiness of units through a regionally based G1/AG functions (Human Resources life cycle management structure) that would effectively manage individual and unit readiness for the Regional Readiness Commands. Charged with execution of a career management process of not just unit soldiers, but all Army Reserve soldiers in their span of control, this structure will use predictive analysis to ensure an appropriate career flow of soldiers in the right grades and specialties to meet unit needs. A cornerstone of success for this process will be the effective use of an Army Reserve TTHS account and the assignment of soldiers to unit positions that support readiness, soldier development, and leadership growth. Reduce non-DMOSQ soldiers by 30%.

Reduced Logistics Footprint in Theater - Army Reserve will reduce CS/CSS support in theater by 50% capitalizing on technologies associated with reach back capabilities and “just in time” delivery systems

5. Identifying the dependencies within The Army and Joint Inter-Agency Multinational to transform the Army Reserve

Army Reserve Value to Army Mission – The Army Reserve provides critical expansion capabilities to enable the Army to sustain itself over longer durations of war. This expansion capability gives the Army flexibility to conduct operations in multiple theaters and enables the Army as an organization to expand and contract as required to meet global threats.

Army Reserve Value to Combatant Commander's Mission – The Army Reserve is fully integrated into the headquarters elements of the combatant commander and functional commanders. The Army forces element of each combatant commander has significant numbers of Army Reserve personnel integrated into critical staff support positions.

Army Reserve Capacity to Interoperate with JTF's, Allied, Combined, and multinational focus – Equipping the Army Reserve of the Objective Force must be achieved concurrently, not sequentially with the active force. The 2015 force will ensure interoperability between components and the entire multinational force. The Army Reserve continues to serve as a full partner in contingency deployments, and Joint, Combined and Allied exercises. These skills combined with full integration in Army and DoD transformation initiatives will guarantee seamless integration and interoperability by the Army Reserve with the Army in all missions across the spectrum of conflict.

6. Identify the core processes the Army Reserve must achieve in order to operationalize its vision by 2015

Full Integration of Army Reserve into Army Staff - The Realignment Task force has made significant progress in horizontally integrating the Army Reserve into the various ARSTAF elements. More work needs to be done in the area of vertical integration. Leaders from all components bring an important diversity to the ARSTAF which will be its strength in the Objective Force. The Army in 2015 must think Army not "components" and the way this will happen is with a staff trained to recognize the strengths of the various components as the normal course of operations.

Regional Readiness Commands - implement and execute Army Reserve global transformation - The intent of the action is to convert the Regional Support Commands to Regional Readiness Commands (RRC). This action is being taken in concurrence with the Realignment Task Force recommendations to consolidate common functions such as NETCOM and TIM. Eliminating non-core functions allows the RSC to be redesigned to more effectively and efficiently accomplish the Army Reserve mission of providing ready units to the warfight.

Additionally, the RRC will focus on the mobilization process to ensure that Army Reserve units are effective mobilization assets as defined by SRS criteria, manage units from peacetime, through alert, to the reporting to mob station.

CS/CSS - While efforts may be refocused and missions redefined, Army Reserve core CS/CSS competencies will remain its foundation. Competencies may be altered and adjusted, but the Army Reserve will continue to be the foremost provider of combat support and combat service support assets to the Army and the combatant commanders.

“Focused Logistics” doesn’t work—need to move to “sense and respond logistics.” “Emerging logistics concepts suggest the widespread application of information technology can enable new supply chain concepts to achieve unprecedented levels of performance”¹. The Army Reserve, premier provider CS/CSS to the Army, must transform to support Army and combatant commander requirements to reduce theater stockpiles, through reach-back access to supplies, sustained velocity management and real time tracking of supplies, equipment, and personnel.

Equipment Modernization - It is critical to the success of the Army Reserve that equipment modernization be salient to any Army transformation plan.

7. The risks in transforming or not transforming the Army Reserve and mitigation strategies

Relevance - If the Army Reserve does not transform in parallel with the active Army the Department risks losing the military advantage and enabling power of the Army Reserve that has provided auxiliary support and expansion capability for over 100 hundred years. In an era of growing reliance on the reserves, future years will produce greater reliance and closer dependency between active and reserve forces.

Readiness – Total force policy and force integration dynamics compels the Army to equip and modernize the Army Reserve in order to support the Army, Joint Services and combatant commanders with a total force to defeat, dissuade and deter. As the Army Reserve more tightly focuses its structure, equipping becomes more critical to readiness and mission success. The Army Reserve force must transform in parallel tempo with the Active Army in order to bring full force value to combatant commanders and command authorities.

¹ “An Interview with the Director” - Admiral Arthur K. Cebrowski, Director of Force Transformation OSD - Information Technology Association of America